



DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
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AEAGA-S

7 March 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army in Europe Summer 2006 Lifesaving Campaign

This memorandum expires 1 October 2006.

1. REFERENCES

Enclosure 1 lists references.

2. PURPOSE

There are gaps in our formations where missing Soldiers are supposed to be standing. This memorandum addresses those gaps and outlines the Army in Europe Summer 2006 Lifesaving Campaign. It also provides what I believe are our top priorities in reducing fatalities and encompasses a composite risk management approach. This campaign surpasses the requirements of a "standard" safety campaign by addressing difficult problems, such as suicide and the abuse of alcohol and drugs. These problems fall within the purview of every commander and leader, and require a sustained, energetic, multidisciplinary team approach to solve. My campaign goal is to ensure that processes, commitments, and positive attitudes are in place to reverse the current fatality trend. This campaign will run from 1 May 2006 through 30 September 2006.

3. ARMY VALUES APPLIED

a. USAREUR developed an outstanding program with Under the Oak Tree counseling. The caring dialogue conducted during this counseling, in association with intervention when required, is exactly the philosophy I wish to develop further. While personal accountability, discipline, and the involvement of the chain of command are all important, looking out for one another will help prevent more gaps in our formations. I envision our great command living and breathing risk management by all of us keeping our eyes open and asking the right questions at the right time. A "battle buddy" is the mental image and the essence of this concept. A battle buddy is someone who cares enough to do anything to help you succeed. Battle buddies will see through your defenses and recognize when you need help. They will not walk by or leave you behind. This is the mature vision of *Under the Oak Tree* that I want to accomplish with this campaign.

b. We will accomplish my intent by observing the following principles:

- Live the Army values, with emphasis on respect and personal courage.
- Increase leader and individual awareness of what constitutes risky behavior.
- Encourage and accept communication using intervention techniques, and teach these intervention techniques down to the squad level.
- Encourage Soldiers to seek help by emphasizing problem recognition as character strength.
- Promote a positive command climate that treats individuals who are referred for behavior assistance or counseling with respect.
- *Don't walk by.*

This memorandum is available at <https://www.aeaim.hqusareur.army.mil/library/>.

c. These principles are already working in the Army in Europe. Besides our success with the Under the Oak Tree program, we can look with pride at programs such as the V Corps Guardian Angel program, the new Kaiserslautern and Würzburg motorcycle rider mentorship programs, and deployed spouses' battle buddy groups in Heidelberg. People involved in these programs are getting involved, understanding behavior warning signs, communicating, intervening, and mentoring. At the same time, they are successfully accomplishing their mission.

4. CURRENT ASSESSMENT

a. **Focus.** Our fatality focus over the past few years has been on motor vehicle accidents, which remain a very significant problem. However, we face a growing challenge with increased incidents of suicide as well as drug and alcohol-related deaths. As we practice composite risk management, we need to ask the question, "What is going to take my buddy out?" searching the battlefield for the answer to this question exceeds the philosophical safety arena; the following assessment expands on this horizon. Detailed assessments are provided in the enclosures.

b. **Ground.** The Army in Europe can expect the following consequences over the summer if we fail to intervene:

- Deaths and permanent disabilities because of off-duty vehicle crashes. Our motorcycle fatalities have been increasing over the past 5 years, and last year—for the first time—surpassed our four-wheel vehicle fatalities during the summer months and for the entire fiscal year. Motorcycle losses have become so critical that I have directed that a separate motorcycle campaign be issued in association with the Summer Lifesaving Campaign.
- Alcohol- and drug-related deaths.
- Suicides.
- Deaths or permanent, total disabilities resulting from falls from balconies and windows, and down stairwells.
- Drownings in unapproved lake and river swimming areas.
- Sport injuries and vehicle crashes. This continues to be our number-one source of serious injuries.

c. **Aviation.** USAREUR has maintained a good aviation safety record. However, near misses (or, more appropriately, "lucky outcomes") and past trends tell us that we can expect the following if we fail to intervene:

- High dollar loss and potentially fatal accidents because of striking objects.
- Crew coordination errors—lack of assertiveness in the cockpit.
- Loss of aircrew proficiency during rebasing.
- Significant dollar losses because of ground handling mishaps.

d. Highlighted Challenges. In conjunction with the mission at hand, we must remain compassionate and care for one another. We will continue to face personal challenges, and the degree to which we help one another through these challenges will determine our ultimate success. The watchwords are *battle buddy, communication, intervention, observation, and risk assessment*.

(1) Stress. The Army Warrior Ethos states that we must never leave a fallen comrade. We must live by these words, both on and off the battlefield.

(a) Over the summer months, a large number of our Soldiers and civilians will be transitioning back into the European theater from extended deployment. For some, this will be a new environment. At the same time, units will case colors and personnel and families will move as the Army and USAREUR restructures. Such events create stress, which is a normal reaction to change.

(b) Because of these changes, we can expect to be faced with a combination of demographic, economic, and social factors that could result in negative attitudes and feelings. These include alienation, bitterness, depression, grief, guilt, low self-esteem, rage, and self-pity. Such feelings are a fertile ground for high-risk behavior, including alcohol abuse, drug abuse, spouse or child abuse, and high stress leading to suicidal thoughts. In addition, the people affected by these stress factors may have changed. Leaders must embrace the programs and philosophies of this campaign to help themselves, their subordinates, our civilians, and our contractors who have difficulty adjusting to the changes.

(2) Personal Risk Threshold Adjustment.

(a) In addition to stress factors, redeployed personnel who have been in combat may be accustomed to acting more forcefully and accepting a higher level of personal risk. The Army calls this *owning the edge*, where informed risk decisions are made with respect to the benefits to be gained. Although our Nation is at war, the USAREUR area of responsibility is a peacetime environment. As such, very little we do requires using a combat zone risk-decision threshold. This is true whether in training, in garrison, or off duty. The constant adrenaline rush in life-and-death situations is like a drug, and adjusting to peacetime may require a conscious and methodical approach.

(b) Manifestations of high-risk behavior must be identified, discussed, and dealt with immediately. The Provost Marshal, USAREUR, has been directed to place high emphasis on the enforcement of traffic laws and to coordinate enforcement off post with local police. The police will be looking for individuals who engage in destructive or criminal behavior, drive dangerously or too fast for conditions, operate vehicles under the influence of drugs or alcohol, consume excessive amounts of alcohol, and fail to wear seatbelts, helmets, and other protective equipment.

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(c) A national traffic safety manager once said that there are four Es to reducing traffic fatalities: Enforcement, Enforcement, Enforcement, and Education about enforcement. Commanders are responsible for people under their command; however, first-line leaders and battle buddies must identify and engage risk-takers before enforcement measures are required, and certainly before an injury or fatality occurs.

(3) Risk Assessment and Intervention Program Reconstitution.

(a) Safety Programs.

- The requirements of Army in Europe Command Policy Letter 3 will be incorporated in a new Army in Europe safety publication. Commanders must ensure that units down to the company level are complying with the requirements of Army in Europe Command Policy Letter 3. This letter establishes the foundation on which great safety programs can be built. Special attention must be placed on redeploying units to achieve safety certification within 180 days after their return.
- On assumption of command, battalion commanders must make use of the confidential, online Army Readiness Assessment Program (ARAP) at <https://unitready.army.mil/> to quantitatively evaluate their organization risk climate. A follow-on assessment must be completed after 12 months. Our goal is to use the ARAP process to show our foundational units what their challenges are and offer them solutions that should decrease their potential for loss. Brigade and higher commanders will make use of the resulting aggregate information to make program decisions.
- Commanders will also complete the Job Hazard Analysis program established in previous safety campaigns and initiate a new phase directed at work environments involving potential explosive vapor, gas, and dust risks. This is a shortfall in our safety program that was painfully identified in a fatal accident that occurred in 2005.

(b) Unit Substance Abuse Programs. Commanders, in conjunction with chaplains and the local Army Substance Abuse Program (ASAP), must review shortfalls in their well-being programs and educate leaders and Soldiers on risky behavior identification and intervention techniques. They must know who to contact to help them determine whether referral is necessary.

- Army researchers found that 21 percent of Soldiers returning from combat areas were misusing alcohol a year after their return home. The number of Soldiers with anger and aggression problems increased from 11 to 22 percent, and the divorce rate rose from 9 to 15 percent. As far as regulations allow, individuals should not receive retribution for seeking help for their problems; instead, they should be provided compassionate guidance.

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- Returning Soldiers and civilians must understand that change is normal and the feelings associated with change are okay. Professional counseling is not a sign of weakness, but rather a sign of strength. It helps Soldiers see the way ahead more clearly, which increases the efficiency with which we rebuild cohesive units and families. Army substance abuse counselors in schools are available for adolescent family members with substance concerns and problems.
- We must consciously assess our active or passive endorsement of activities that glamorize excessive alcohol use. Alcohol consumption is legal and socially acceptable when under control. We need to assess the risk of unit activities that promote excessive drinking and work to eliminate the idolization and glamorization of those who take pride in their ability to consume large quantities.

(c) Multidisciplinary Prevention Workgroup. The USAREUR G1 will organize a multidisciplinary prevention workgroup to promote well-being and to reduce the loss of life through policy changes and initiatives.

(4) Enforcement. Discipline must be maintained. We will care, we will intervene, and we will help, but we will not lose sight of the need for discipline. “Blowing off a little steam” is no excuse for breaking the law or violating the Uniform Code of Military Justice, especially when potential or actual physical harm to property or another individual is involved.

5. RESPONSIBILITIES OF HQ USAREUR/7A STAFF OFFICES, USAREUR COMMANDERS, AND SUPPORTING ORGANIZATIONS

More information supporting the requirements below is in the Summer 2006 Campaign section of the USAREUR Safety website. This website can be accessed from the USAREUR homepage at <http://www.hqusareur.army.mil>.

a. Commanders of USAREUR major subordinate commands (MSCs), 1st Infantry Division (1ID), 1st Armored Division (1AD), Task Force Falcon (TFF) (Kosovo), Task Force Dayton (TFD) (Bosnia), and Headquarters and Headquarters Company, USAREUR; and the Director, IMA-EURO, will—

(1) Develop a program that implements the requirements of this memorandum and provide a copy of the implementing directive to the USAREUR G1 by 15 April 2006.

(2) Comply with MILPER Message 06-035, which was issued under Chief of Staff of the Army direction. USAREUR leaders will comply by implementing the following requirements and guidance no later than 30 May 2006. Redeploying leaders will comply within 60 days after they return. This is a continuous requirement.

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(a) All leaders will include safety program goals and tasks on their evaluation support forms, developmental support forms, and noncommissioned officer (NCO) evaluation report counseling checklist and records for consideration by rating officials during final evaluations. This directive reinforces the overall Under the Oak Tree philosophy of open and continuous communication to identify and resolve risks. It is a healthy personal and corporate growth requirement and must not degrade to a check-the-block exercise.

(b) All senior raters will pass their support forms down two levels. For example, division commanders will pass their support forms with safety objectives down to battalion commanders, who will pass their support forms with safety objectives down to platoon leaders. The NCO chain of supervision is linked in a similar fashion through rating officials.

(c) The intent is to identify a physical, positive step or steps to improve the organization's risk-management posture. Do not use numeric accident-reduction goals at levels below USAREUR, nor generic statements such as *no significant accidents* on reports. Goals should be a specific, physical improvement in the leader and the organization. Accomplishing your individual goals will help improve USAREUR posture within the Army and help reach DOD numeric goals.

(3) Ensure that units comply with Army in Europe Policy Command Policy Letter 3.

(4) Ensure all military and civilian employees (except for local nationals) who drive Army-owned or -leased vehicles have completed a defensive-driving or accident-avoidance course within the last 4 years as required by AR 385-55, and verify that military driving records indicate the training completion date. From now on, HQDA has directed that the standard course to be used to meet this requirement will be the Army Traffic Safety Program, Accident Avoidance Course for Army Motor Vehicle Drivers (Army POV 1-3), which is available through Army Knowledge Online at <https://www.us.army.mil> under *My Training*. Individuals who have not received accident avoidance or defensive driving instruction within the past 4 years must now take this course. Refresher training is required every 4 years. This course meets the refresher training requirements of AR 385-55 and AR 600-55

(5) Embrace and execute the substance-abuse and suicide-risk awareness, prevention, and intervention programs identified in enclosure 2.

(6) During the campaign, help the USAREUR G1 multidisciplinary prevention workgroup analyze select fatalities and serious near misses that appear to be a result of high-risk behavior.

(7) Continue the Job Hazard Analysis program.

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(a) Complete the Job Hazard Analysis tasks required by the previous two safety campaigns by 30 September 2006.

(b) Ensure that subordinate organizations are trained by the Safety Division, USAREUR G1, to identify, assess, and document explosive atmosphere locations. Training will begin 18 April 2006 and must be completed by 23 June 2006. Explosive atmosphere worksites will be identified and reported to the Safety Division, USAREUR G1, no later than 28 July 2006. Beginning no later than 28 July 2006, commanders will develop mitigation measures and process documentation for each identified site, starting with high-risk sites. The suspense for completion will be provided in the next winter safety campaign, but is anticipated to be 31 December 2006. (Units redeploying in spring and early summer 2006 may start the training and execution cycle on 1 August 2006.) additional details are in the Ground Assessment (encl 3).

(8) Ensure that all new battalion commanders complete an Army Readiness Assessment Program online assessment (at <https://unitready.army.mil/>) for their units, and that brigades use the resulting composite information to provide assistance and advance their overarching programs.

(9) Embrace composite risk management as a tool to prevent losses, regardless of the source. Incident data from all sources must be used to determine the causes of lost workdays or restricted duty for Soldiers and civilians. Commanders must use the United States Army Combat Readiness Center database to understand their hazard and risk history and that of organizations similar to theirs, and must use risk-management tools to reduce those hazards.

(10) Ensure that Soldiers and civilian employees receive training on the topics in this campaign, and that a process is in place to share information with family members about off-duty risks. Family readiness groups may be used to reach family members, especially those of deployed Soldiers.

(11) Use the USAREUR Safety website, which is accessible from the USAREUR homepage at <http://www.hqusareur.army.mil>, for additional tactical and summer season risk-prevention and mitigation information for use during the campaign. Also use AE Pamphlet 385-1 for off-duty safety themes during the summer months to reinforce risk identification and management of summer activities.

(12) Use the Army Center for Substance Abuse Programs (ACSAP) website at <http://www.acsap.army.mil> for information directed at leaders. Additional supporting information can be found on the Substance Abuse and Mental Health Services Administration (SAMHSA) website at <http://www.samhsa.gov/>.

(13) Evaluate subordinate units in their execution of this campaign.

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(14) Record and report lessons learned on safety-related issues to the USAREUR G1 and the USAREUR G3.

b. The USAREUR G1 will—

(1) Organize a multidisciplinary prevention workgroup to propose policy, assess losses and near misses, quantify issues, and coordinate a multidiscipline effort to identify and implement education and intervention countermeasures.

(2) Charter expert, detailed board reviews of the facts and circumstances surrounding fatalities resulting from high-risk behavior to improve behavior risk detection, training, and the subsequent development of intervention techniques.

(3) In conjunction with the USAREUR G3 and IMA-EURO, prepare an implementation plan for the IMA-EURO-managed Army Traffic Safety Training Program.

(4) Publish a new, overarching safety policy publication incorporating the tasks in Army in Europe Policy Command Policy Letter 3.

(5) Evaluate MSC safety programs for compliance with this memorandum.

(6) By 1 April 2006, prepare training and tools for use in identifying, assessing, and documenting explosive atmosphere locations, with training for subordinate organizations in each IMA-EURO garrison area beginning no later than 18 April 2006.

c. The USAREUR G3 will—

(1) Conduct deliberate, composite risk assessments of all deployment and redeployment operations to ensure all modes of transportation are considered and the risk is minimized.

(2) Continue to evaluate options to improve unit driver training programs in the Army in Europe. The USAREUR G3 will evaluate the feasibility of a central training program for unit master drivers or a centralized driver training program. As a minimum, the USAREUR G3 will revise and release an updated version of the Combined Arms Training Center Unit Driver Training Program Assistant.

(3) In support of the USAREUR G1, create training directives to implement approved parts of the Army Traffic Safety Training Program.

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d. The Director, IMA-EURO, and the Director, Area Support Team (AST) Kosovo, will—

(1) Ensure that morale, welfare, and recreation (MWR) activities conduct risk assessments of all sponsored summer activities according to AR 215-1. MWR managers should use self-inspection forms to detect unsafe practices and conditions, and ensure appropriate controls are in place.

(2) Review AE Regulation 40-50-1 and prepare to implement tenant organization notification requirements.

e. The Director, IMA-EURO, will—

(1) Publish summer-safety articles in local community newspapers and media beginning on 1 May 2006. Articles should be tailored to the community.

(2) Emphasize moderation in alcohol consumption and the use of designated drivers and ride-home programs. MWR activities must promote the designated-driver program.

(3) Work with the USAREUR G1 to effectively implement the Army Traffic Safety Training Program.

(4) Participate as a partner in the USAREUR G1 multidisciplinary prevention workgroup and expert high-risk behavior review boards.

(5) Identify leading-edge substance abuse awareness and intervention programs as candidates for proactive outreach while continuing to provide professional services to referrals.

f. The Chief, Public Affairs, USAREUR, will—

(1) Beginning 1 May 2006 and continuing through 30 September 2006, publish campaign safety information in appropriate media, including risk-identification information, high-risk individual warning signs, intervention and referral information, and traffic-enforcement information.

(2) Incorporate the concept of *Battle Buddy* and *Don't Walk By* as messages in campaign safety information, and continue to emphasize *No Loss of Life* as the goal.

g. The Provost Marshal, USAREUR, will coordinate with IMA-EURO, garrisons, and local police to identify high-risk behavior and enforce driving laws, including through the use of *Click It or Ticket*, *Booze It and Lose It*, and sobriety-test programs; and provide feedback on results to the USAREUR G1 and area senior tactical commanders.

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6. ENCLOSURES

The enclosures to this memorandum provide information central to anticipated risks throughout the campaign. The USAREUR Safety website (accessible from the USAREUR homepage at <http://www.hqusareur.army.mil>), the Substance Abuse and Mental Health Services Administration (SAMHSA) website (<http://www.samhsa.gov/>), and the Army Center for Substance Abuse Program (ACSAP) website (<http://www.acsap.army.mil>) also provide information that will further help commanders concentrate on the risks and risk-mitigation measures to protect our Soldiers, civilians, and family members.

7. SUMMARY

I ask for your complete commitment to taking care of our Soldiers, civilians, and family members. Last year, USAREUR was honored with the Chief of Staff of the Army Major Army Command Safety Award. In light of your innovations, this award was justified. However, this award was presented against a dark backdrop of high Army noncombat losses. Our Soldiers, our civilians, and our family members were part of those total losses. We can and must do better. We remain an Army at war, simultaneously transforming our institution. Deployments and life changes are inevitable. As we adapt to our evolving environment, we must be aware of the human dimension and the normal human reactions to these changes. As leaders, we must instill compassion for one another as battle buddies. Heart-to-heart communication and the expressed desire to help must be instilled down to and through first-line supervisors to individuals. This campaign will boost our efforts to reduce behavior that results in fatalities and increase our determination to keep our force healthy and ready. Execute an aggressive, multidisciplined team approach. Together we can maintain a healthy and enjoyable summer for our Soldiers, civilians, and family members. *Don't Walk By.*



DAVID D. McKIERNAN
General, USA
Commanding

4 Enclosures

1. References
2. Substance Abuse and
Suicide Assessment
3. Ground Risk Assessment
4. Aviation Risk Assessment

DISTRIBUTION:

Commanders:

USAREUR MSCs

IID

IAD

TFF and TFD

HHC, USAREUR

HQ USAREUR/7A Staff Principals

Director, IMA-EURO

REFERENCES

Army Regulations

AR 95-1, Flight Regulations

AR 385-10, The Army Safety Program

AR 385-55, Prevention of Motor Vehicle Accidents

AR 385-95, Army Aviation Accident Prevention

AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing)

AR 600-63, Army Health Promotion

AR 600-85, Army Substance Abuse Program (ASAP)

AR 608-18, The Army Family Advocacy Program

Army Pamphlets

DA Pamphlet 600-24, Suicide Prevention and Psychological Autopsy

DA Pamphlet 600-70, Guide to the Prevention of Suicide and Self-Destructive Behavior

Field Manuals

FM 100-14, Risk Management

Miscellaneous Publications

Occupational Safety and Health Administration (OSHA) 3071, Job Hazard Analysis, 2002 (revised) (<http://www.osha.gov/Publications/osha3071.pdf>)

MILPER Message Number 06-035, Procedural Guidance for Evaluation Safety Requirements Impacting All Officers and NCOs

Memorandum, Chief of Staff of the Army and Secretary of the Army, 8 February 2006 (concerning the implementation of the Army Readiness Assessment Program) (https://cra.army.mil/tools/arap_memo.gif)

Army in Europe and USAREUR Regulations

AE Regulation 40-50-1, Heat-Injury Prevention Program

AE Regulation 95-1, General Provisions and Flight Regulations for Army Aviation

AE Regulation 600-8-101, USAREUR Soldier Readiness Program

USAREUR Regulation 40-6, Referring Soldiers for Mental-Health Evaluations

Army in Europe Pamphlets

AE Pamphlet 385-1, Safety Themes

AE Pamphlet 385-15, Leader's Operational Accident-Prevention Guide

AE Pamphlet 600-8-109-2, Soldiers, Civilians, and Family Members Reintegration Guide

AE Pamphlet 600-8-109-6, Leaders Post-Reintegration Guide

Other Army in Europe Publications

Army in Europe Command Policy Letter 3, Safety

Army in Europe Command Policy Letter 28, Suicide Prevention

McKiernan Sends Message #2-06, SAFETY ALERT: Soldier Dies of Apparent Alcohol Abuse

McKiernan Sends Message #4-06, Soldier and Family Readiness Alert: Soldier Losses Caused by High-Risk Behavior

Memorandum, HQ USAREUR/7A, AEAGA-S, subject: Army in Europe Motorcycle Safety Campaign

SUBSTANCE ABUSE AND SUICIDE ASSESSMENT

1. Background. Since taking command in December 2005, I have released two McKiernan Sends messages (#2-06 and #4-06) on alcohol and drug abuse. The problem we have with alcohol and drug abuse in the Army in Europe is serious. I am especially concerned about how this problem may be related to second deployments. I believe that we will once again see that observation, communication, and true caring for one another are paramount to solving this problem. My intent with this assessment is to build on McKiernan Sends 4-06 using the tools needed to get this problem in check. Commanders must be aware of and implement the programs and requirements of this enclosure.

2. Army Substance Abuse Program (ASAP) Personnel. The following ASAP resources may be used to fight alcohol and drug abuse:

a. Key ASAP Personnel. Key ASAP personnel include the following:

(1) Alcohol and drug control officers. The alcohol and drug control officer serves as a supervisor for nonclinical and clinical ASAP functions.

(2) Garrison ASAP clinical directors and counseling staff. These individuals are master's-level counselors who are certified substance abuse counselors. Clinical staff members are trained in all areas of identification and treatment of individuals who abuse drugs or alcohol. The clinical staff is highly skilled, can provide a variety of individual and group counseling, and can arrange for inpatient counseling for patients who may be alcoholics.

(3) Prevention coordinators. The prevention coordinator is responsible for ASAP prevention education and training of Soldiers and oversees the 40-hour unit prevention leader certification course.

(4) Installation biochemical test coordinators. The installation biochemical test coordinator is a subject-matter expert for drug-testing procedures.

(5) Employee assistance program coordinators. The employee assistance program coordinator is a POC for civilian employees in need of assistance and is responsible for ASAP prevention education and training of employees (3 hours annually (AR 600-85)).

(6) Risk reduction coordinators. The risk reduction coordinator is a POC for Risk Reduction Program statistics and unit risk inventory surveys.

b. Key ASAP Unit Personnel. Key ASAP unit personnel include the following:

(1) Commanders. The commander is responsible for implementing and executing the ASAP. Commanders must use direct emphasis and continuously ask hard questions.

(2) Unit prevention leaders. The unit prevention leader is the commander's designated subject-matter expert and POC at the unit for ASAP issues. Once certified, the unit prevention leader helps the prevention coordinator by providing or scheduling alcohol and other drug-abuse awareness training. The unit prevention leader is also responsible for the unit's biochemical testing program.

(3) Medical review officers. The medical review officer reviews all positive test results for possible medically prescribed use.

(4) Staff judge advocates (SJAs). The SJA serves as the legal advisor for potential courses of action and for actual cases.

(5) Military police (MP) and criminal investigation division (CID). The MP and CID provide blotter reports and investigate drug cases.

3. Command Responsibilities. Commands are responsible for—

- a. Implementing and maintaining a unit substance abuse program, even when deployed.
- b. Maintaining contact with both clinical and command ASAP staff.
- c. Supporting and using the Risk Reduction Program and working with the risk reduction coordinator and the installation prevention team.
- d. Ensuring Soldiers receive the required 4 hours of ASAP training and briefings each year.
- e. Referring all offenses involving alcohol or drugs (for example, driving under the influence (DUI) or drunk while on duty) within 72 hours.
- f. Appointing on orders a Soldier (sergeant or above) to be trained and certified as the unit prevention leader.
- g. Ensuring that the unit substance abuse program standing operating procedure (SOP) is up to date.
- h. Conducting random unit urinalyses (at least two samples per Soldier each year).

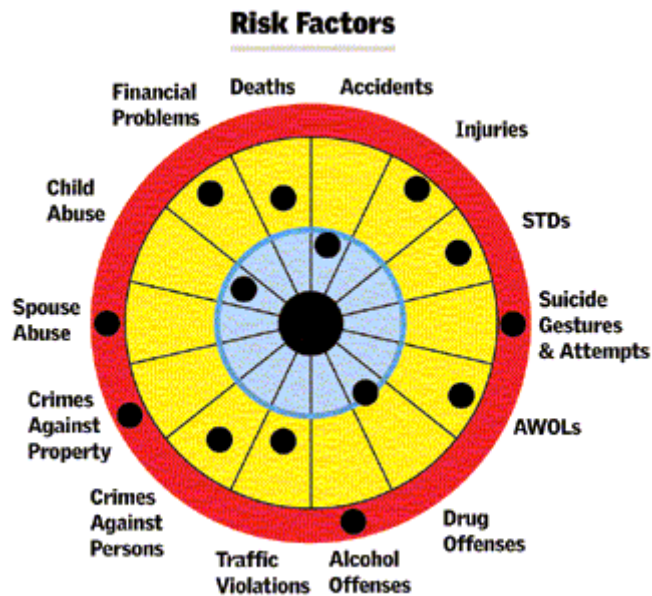
4. Testing.

a. Smart Testing. *Smart testing* means conducting random urinalyses in a way that leads Soldiers to believe that they may be tested on any given day at any given time. The Drug Testing Program randomly selects Soldiers for urinalysis.

b. Positive Specimen. The protocol for a positive test result is to test twice on screening and a third time on a confirmation test using industry standard procedures. If one of the three tests is negative, the specimen is reported as negative. Positive specimens are held frozen at the Forensic Toxicology Drug Testing Laboratory for 1 year after the report date.

5. Risk Reduction.

a. Risk Reduction Program. The Risk Reduction Program is designed to gather data about 14 high-risk behaviors that affect unit readiness. This data is compared to installation and Army averages and then graphically displayed as a target. Commanders can quickly identify problem areas and react with additional awareness training.



b. Risk Reduction Council. The local risk reduction council develops intervention strategies to reduce or eliminate high-risk behavior that has been identified among Soldiers in a unit. The figure below shows some of the activities that make up risk reduction councils (IBTC means installation biochemical test coordinator):



c. Unit Risk Inventory. The unit risk inventory is a 53-item questionnaire administered to the unit each year. The unit risk inventory asks Soldiers about their behavior, and averages are calculated for the unit. Results of the unit risk inventory will be used to adjust training and prevention efforts in the unit to reduce high-risk behavior. This is a good tool for incoming commanders to assess the climate in their unit.

6. Risk Factors Associated With Deployment.

a. Sources. Soldiers obtain drugs and alcohol through the mail from home, from the local population, by using over-the-counter products (for example, cough medicine, mouthwash), and by making alcohol (wine and distilled spirits) from available resources.

b. Supply Reduction. Screening mail entering the country, sending messages to Soldiers and families about the consequences of mailing alcohol and drugs, conducting health and welfare inspections, explaining the negative consequences of using and abusing drugs and alcohol, reducing the availability of drugs and alcohol in the area of operations, placing duty-free shops and other known distributors off limits, and prohibiting the sale of paraphernalia are effective means of reducing the supply of alcohol and drugs.

c. Deterrence. Smart drug testing (para 4a), alcohol screening, negative consequences, and health and welfare inspections are effective means of deterring drug and alcohol abuse.

d. Education and Training. Predeployment training should address the consequences of the introduction, possession, sale, transfer, manufacture, and consumption of alcoholic beverages and illegal drugs; the health consequences of drug and alcohol use and abuse; stress management; and family and Soldier support programs.

7. Alcohol Abuse.

a. Possible indicators of alcohol abuse include repeated problems at work, taking unreasonable risks, financial problems, recurring trouble (such as being arrested for driving under the influence of alcohol or for physically hurting someone while drunk), and continuing to drink despite alcohol-related difficulties.

b. Possible indicators of alcohol dependence include craving for alcohol, being unable to stop or limit drinking, and needing greater amounts of alcohol to feel the same effect. Withdrawal symptoms when alcohol consumption ceases include nausea, sweating, shaking, anxiety, increased blood pressure, and seizures.

8. Drug Abuse.

a. Indicators of possible opium abuse include depression, lack of interest, poor coping skills, sleep disturbances, and suicidal thoughts.

b. Indicators of possible marijuana abuse include loss of energy, lack of concentration, memory loss, anxiety, agitation, insomnia, irritability, and decreased performance at work.

c. Indicators of possible cocaine abuse include cold sweats, craving, increased heart rate, loss of appetite, nosebleeds, obsession, and stomach cramps.

d. Indicators of possible methamphetamine use include aggressive behavior, an agitated state, inability to concentrate, noticeable increases in physical activity, and sleeplessness.

e. Indicators of possible MDMA (ecstasy) use include an agitated state, delusions or hallucinations, and an increase in body heat or an inability to cool oneself.

9. Commander's Actions.

a. Set the example. Keep your personal life in order. Do not turn a blind eye to substance abuse or glamorize or actively participate in activities that glamorize drinking alcoholic beverages. We need to look on two levels. The first and most important is the idolization of unit Soldiers—and some leaders—who can “drink someone under the table” or are “big partiers.” We need to change this attitude. The second is our prudence in sponsoring or promoting events that encourage excessive drinking. This is difficult, because alcohol consumption is legal and, when in control, is acceptable. Openly rely on your legal, provost marshal, and ASAP assets for advice.

b. Consult with ASAP personnel for Soldier substance abuse prevention education and training.

c. If a Soldier is suspected of abusing drugs or alcohol, refer the Soldier to ASAP for screening and evaluation.

d. Take appropriate administrative actions with respect to Soldiers who use illegal drugs or abuse alcohol.

e. Ensure Soldiers are aware of the consequences of drug and alcohol abuse.

f. Consider delaying separation actions against Soldiers until their rotation in country is complete, since sending a Soldier home may be viewed as a reward.

g. Consider removing noncommissioned officers and officers from leadership positions if they abuse drugs or alcohol.

h. Teach leaders and Soldiers to understand the potential problems associated with alcohol and drug abuse and the consequences of being caught.

i. Conduct health and welfare inspections in living and workareas.

j. After consulting with the supporting legal advisor, conduct health and welfare inspections of Soldiers and vehicles returning from convoys or missions in local communities.

k. Conduct random drug testing and, whenever possible, alcohol screenings.

l. After consulting with the supporting legal advisor, conduct urinalyses for Soldiers returning from block leave.

NOTE: Each commander in a Soldier's chain of command must independently assess allegations that the Soldier is using drugs and make an independent determination regarding the proper disposition of those allegations based on all the circumstances of the particular case.

10. Predeployment Checklist.

a. Ensure trained and currently certified unit prevention leaders are deploying with the unit.

b. Bring drug testing, packaging, and shipping supplies when deploying.

c. Download and use the Modifiable Deployable SOP for the collection, quality control, packaging, and shipping of urinalysis specimens while deployed (<http://www.acsap.army.mil>).

d. Coordinate all aspects of the ASAP with the alcohol and drug control officer.

e. Provide unit training, including the following:

(1) Drug and alcohol threat briefings.

(2) Policy for alcohol use while deployed.

(3) Stress and anger management.

11. Redeployment Checklist.

a. Refer all Soldiers who have received a positive urine test or who have had an alcohol- or drug-related incident before or during deployment to the servicing ASAP clinic for continuation of treatment or for an initial screening.

b. Implement any actions deferred while in theater, such as administrative or disciplinary actions.

c. Contact the ASAP risk reduction coordinator to schedule a redeployment unit-risk inventory.

d. Provide unit training on the following:

- (1) Responsible drinking.
- (2) Stress and anger management.
- (3) Deglamorization of alcohol abuse.
- (4) Post Traumatic Stress Disorder and its relation to substance abuse destructive behavior.

12. Suicide.

a. Army suicide prevention and intervention programs are a recent development to help the fight against suicide. Military personnel are not immune from this public health problem. After accidents and homicides, suicide is the third-leading cause of death among peacetime active duty personnel. Although the suicide rate in the military is lower than comparable age, sex, and race categories in the general population, military rates are higher than should be expected given the service induction screening process.

b. The Army is continually pursuing its goal to have an accelerated certification of specialized suicide interventionists. This need has been met through Applied Suicide Intervention Skills Training (ASIST). Working with the Chief of Chaplains Office and Army Surgeon General, the Army G1 intends to standardize basic suicide-prevention training in the future.

c. During the first quarter of FY 06, the Office of the Army G1 granted a 1-year contract to the Question, Persuade, Refer (QPR) Institute in Spokane, Washington. The QPR Institute will provide services in addition to training resources currently provided by the firm Living Works Education. The goal in contracting with the QPR Institute is to provide another tool for commanders, one that is less intensive than the week-long Training for Trainers (T4T) and ASIST, and therefore more accessible to Soldiers and more flexible for leaders.

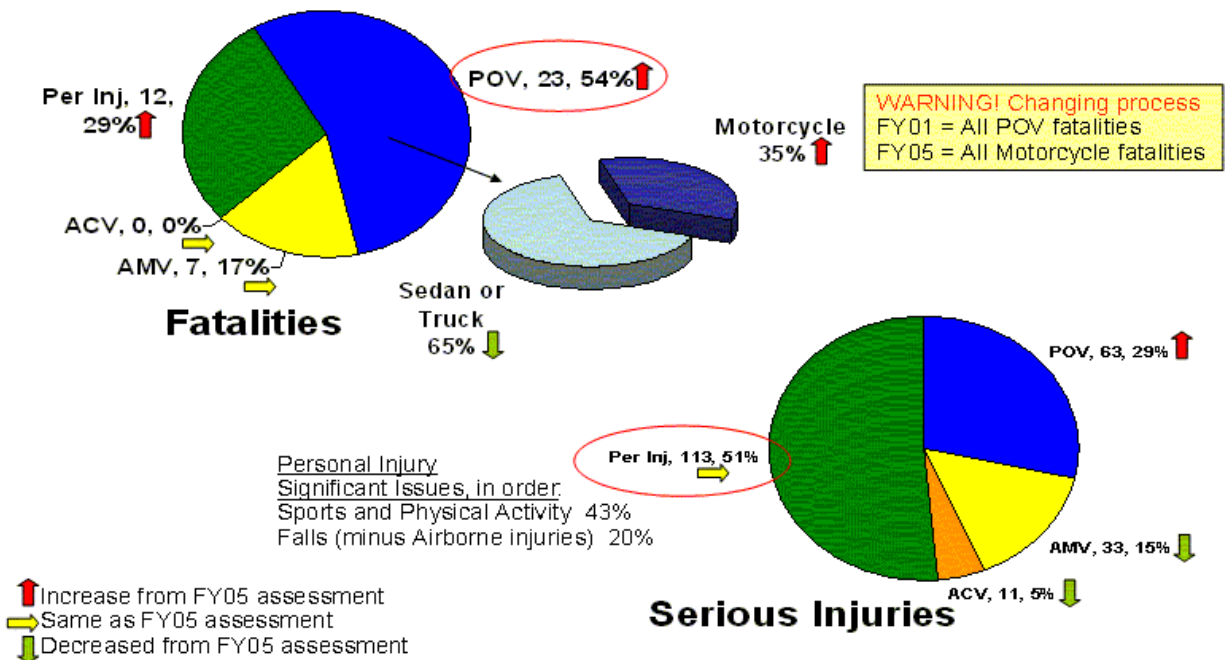
d. The QPR Institute will initially certify gatekeeper instructors in the Army in Europe during a 2-day workshop. Instructors will learn how to understand the nature, range, and importance of suicidal communications and their importance in preventing suicide; understand the groups at greatest risk of suicide, effectively promote suicide prevention in their installations, and gain the competence and confidence to teach others how to save lives and help prevent suicidal behavior. Instructors will also learn about suicide triage for first responders.

e. A subset of a commander's overarching risk management program will be to develop a suicide prevention standing committee (SPSC). Each garrison commander will establish and chair an SPSC. The SPSC will be responsible for integrating and coordinating community support agencies. The SPSC will oversee training, report and maintain data, and conduct psychological autopsies when there is a confirmed or suspected suicide. The SPSC will report to the USAREUR G1 Suicide Prevention Program Manager.

GROUND RISK ASSESSMENT

1. Purpose. This enclosure provides a USAREUR-level point of reference for on- and off-duty operations, hazards, accident types, accident causes, safety issues, and prevention focus for summer training and operations. Subordinate units should review their history, along with that of similar units; their Army Readiness Assessment Program (ARAP) data; operations and training after-action reviews; individual off-duty risk assessments; and other pertinent sources to obtain a full picture of unit readiness.

USAREUR Summer Ground Accidents May – Sep FY01-05



2. General Assessment.

a. USAREUR has a respectable place in relation to overall Army safety statistics, but is still significantly exceeding the Secretary of Defense 75-percent accident reduction goal. These numbers, however, are not important. What counts are the gaps in our formations and the degree to which the accidental fatalities that led to those gaps were preventable. All our losses were on the ground, and all of them occurred off duty.

b. One of our biggest challenges is defining our root issues. We have a pretty good idea of how our fatalities happen, but we see only the tip of the iceberg when it comes to injuries. Last year in USAREUR, only 50 injuries were recorded in accident reports. However, the number of Soldiers on crutches, in casts, and in basketball shoes indicates that we have a reporting shortfall. I have asked the USAREUR G1 to find a better way to assess how we are losing our valuable,

professional Soldiers to injuries. I need you to do the same kind of assessment within your chain of command. We are at minimal staffing. When we lose skilled Soldiers and leaders to preventable injuries, it affects our readiness. We need to do much more to prevent injuries.

3. Primary Accident Types and Hazards.

a. Privately Owned Vehicles (POVs) and Motorcycles. POVs and motorcycles are the major factor in overall fatalities and a significant factor in overall injuries. Summer vehicle fatalities between 2001 and 2005 have made a complete transition from all deaths in four-wheeled POVs to all motorcycles deaths. This is serious. As a result, a separate motorcycle safety campaign will be issued in conjunction with this campaign. We must ensure that our chain of command is identifying and taking swift action on risk-takers, especially risk-takers who are endangering others. In nearly every fatality, the following factors were present in some combination:

- **Speed.** Driving too fast for road conditions or losing control of the vehicle while passing or exiting the roadway (see Dangerous Passing below).
- **Dangerous Passing.** Passing under dangerous conditions. Drivers need to control their emotions and manage their time. “I was late . . .” is one of the worst excuses anyone could ever have for risking his or her life or that of someone else. Drivers are responsible for driving with care and with respect for others. The driver must expect and compensate for other traffic and observe speed limits. As stated in the basic memorandum, I have asked the USAREUR Provost Marshal, with the assistance of local authorities, to increase efforts to monitor, identify, and stop those who are behaving dangerously. Supervisors, however, must also consider scheduling as part of the risk-management equation.
- **Fatigue.** Drifting into other lanes, drifting off the road, and falling asleep while driving or losing control because of drowsiness (see Alcohol below).
- **Alcohol.** Drinking and driving. We still have individuals who consume inappropriate amounts of alcohol and then get behind the wheel of a “1-ton bullet” or the handlebars of a “two-wheel rocket.” If your buddy asks you if you are okay to drive, that is a signal to hand over the keys. A buddy would not ask this question if he or she did not think you had too much to drink. We need to instill this sense of concern for one another’s safety in every Soldier. We still have people who depend on luck rather than methodical reason when it comes to taking risks. This sense of luck provides a false sense of security. When you encounter these situations, *don’t walk by*.

b. Required Actions. The following actions are required:

(1) Under the Oak Tree Counseling. Ensure that subordinates are using Under the Oak Tree counseling and meeting the intent of the online Army Safety Management Information System (ASMIS)-2 POV Risk Assessment at <https://crc.army.mil/home/>. Under the Oak Tree counseling will continue to establish an unwritten contract between the Soldier and the leader.

Make sure that everyone understands that this counseling is a caring, frank discussion between two individuals to discuss which risks lay ahead and which approaches may be taken to accomplish the mission.

(2) Explaining the Risks of Local Area Driving. Ensure that leaders at all levels educate new drivers on the challenges and risks of local area driving. Leaders must also emphasize the overarching risks of driving in Europe. Each garrison collects information concerning dangerous roads and intersections in its geographic area. This information is posted on the USAREUR Safety website and is available directly from garrison safety offices.

(3) Army Traffic Safety Program. The Army has developed a new traffic safety program encompassing several training phases and opportunities. These include online accident-avoidance training, classroom training on local driving hazards, and intermediate-level driver training. IMA-EURO plans to field contract instructors within the garrison system later this year. I have already discussed accident-avoidance (defensive-driving) course requirements. Anyone who rents a car for temporary duty must have completed one of these courses. Approving officials need to know who has and who has not taken one of these courses before they approve a rental car for temporary duty. Therefore, all drivers must be surveyed for accident-avoidance or defensive-driving course completion within the past 4 years, and their operator records must be updated to indicate the course completion date. Those who do not meet the 4-year requirement must take the online Army Traffic Safety Program, Accident Avoidance Course for Army Motor Vehicle Drivers (Army POV 1-3), which is available under *My Training* through Army Knowledge Online at <https://www.us.army.mil>. The USAREUR G1, in conjunction with the USAREUR G3, will work with IMA-EURO to develop an interfaced training program during this campaign for other Traffic Safety Program classroom courses.

c. Individual Personal Injury. Injuries not assigned to other major categories fall in this category. They include on- and off-duty injuries and fatalities ranging from sports and recreation to weapons accidents. Personal injuries represent the largest category of serious injuries and the second-largest in fatalities. With the exception of fatalities, individual personal injuries are also grossly underreported in the safety reporting system. That makes it very difficult to determine which actions we need to take to solve this problem. We must do better in gathering and reporting data. I have tasked the USAREUR G1 to find a way to use large-scale medical reporting to obtain information that we can use to prevent injuries. I believe that we are losing a significant amount of our manhours to on- and off-duty injuries. Given our staffing and the operating tempo, we need everyone on the job, which means we need to do something significant to prevent personal injuries. The following are areas of concern:

- Although not supported by specific data, Soldiering and maintenance activities are inherently dangerous and result in personal injuries.
- Our most common types of personal injuries are bone and muscular injuries resulting from sports and physical activity. We are losing people to on-duty physical training and sports, and off-duty recreational activities. Conditioning is important to our mission and must continue. However, we need to establish training and playing areas that reduce the risk of tripping hazards, and we need to minimize “jungle rules” play. Risk assessment for physical activity applies just as with any other military operation.

- Falls are the top cause of fatalities and the third largest cause of serious injuries. Accidents range from falling off balconies and out windows, which happens routinely in summer, to falling while dismounting equipment and tripping over field hazards in the dark.
- Drowning is the third largest cause of fatalities. Drowning in major rivers has recently become a factor. Leaders must instill the fact that rivers have dangerous currents and debris below the surface. Each community has a list of authorized swimming areas to ensure the health and safety of swimmers.
- We continue to have rail electrocutions. The last was a fatality when an officer climbed onto a Bradley while it was stopped en route. Ensure that all procedures for operations on or near railroads prescribe provisions for keeping individuals away from overhead wires. The order not to climb on loaded railcars remains in effect.
- We also had a burn fatality and another very serious burn injury as a result of improvised defueling procedures. The accident investigation results showed us shortcomings in our processes that must be corrected. Paragraph 4 below provides additional details.

d. Army Vehicles, Including Nontactical Vehicles (NTVs). Accidents involving operation of a military vehicle account for the remaining injuries and fatalities. During the summer of FY 05, two pedestrians were killed during Army vehicle operations. Since that time, a Soldier was killed when the crew of a vehicle parked on the autobahn got out of the vehicle and the Soldier was struck by a civilian truck. This is the second accident of this type in the past few years. Commanders need to ensure that vehicle crews are proficient in the actions they must take when involved in a breakdown and know how to make their vehicle and themselves visible to traffic. Vehicle crews also need to understand how their vehicle operates, must be confident in its maintenance condition, and must understand their authority and responsibility to elevate risk decisions and terminate missions when conditions change. The following are areas of concern:

- **Cost Avoidance.** Last summer, USAREUR units were involved in 300 NTV accidents. The total FY 05 repair bill was \$1.7 million. That is a significant amount of money taken from our operating budget for mostly preventable crashes.
- **Speed.** Driving too fast for road conditions and, consequently, crossing the centerline or going off the hard pavement in a curve, losing control of the vehicle while passing or exiting the roadway, or being unable to avoid a hazard. Vehicles with light rear ends, such as empty vans and pickup trucks, have a tendency to fishtail on wet or otherwise slippery curves, or when accelerating or braking in slippery conditions. Placing auxiliary weight over the rear axle can help prevent this problem.
- **Failure to Recognize Hazards and Maintain Vehicle Control.** Failing to anticipate and recognize approaching hazards and adjust driving accordingly. Hazards include pedestrians, traffic emerging from right and left intersections, wet roads, mud and debris on the road, construction equipment and zones, soft shoulders, steep hills, and animal crossings.

- **Backing Accidents and Insufficient Clearance.** Failing to use or obey ground guides. Single-occupant NTVs, such as administrative vehicles and military police cars, require special emphasis. Drivers must accept the inconvenience of stopping and getting out of their vehicle to check clearance. This is especially critical when operating a vehicle that is larger than one is accustomed to or that has a different field of view.

4. Explosive Atmospheres. The Army in Europe suffered a tragic Class A accident in October 2005 involving JP8 fuel removal from the heating system of a field dining facility. This accident served as the impetus for an indepth review of the procedures for storing and handling flammable and combustible materials and the training provided on these procedures. The accident investigation identified several issues that contributed to the tragedy in which one individual was killed and another was severely burned. If the defueling operations had been conducted according to Occupational Safety and Health Administration requirements or corresponding German safety requirements, the tragedy may have been avoided.

a. Hazards created by explosive atmospheres must be identified and either eliminated or controlled. These atmospheres can occur during a wide range of operations and equipment use, including the storage and transfer of flammable or combustible liquids and dusts, fueling and defueling operations, and maintenance operations.

(1) The identification of hazardous explosive atmospheres will be included as an extension of the ongoing job hazard analysis. This analysis must be conducted by competent personnel and be documented in a hazardous explosive atmosphere inventory list.

(2) Inventory results will be reported through both garrison and USAREUR channels.

(a) Units will report through their chain of command and give results to their local garrison safety office. Garrison safety offices will compile and forward garrison inventories to the IMA-EURO Safety Office.

(b) USAREUR major subordinate commands will report results through their chain of command to the USAREUR G1 Safety Office.

(3) The assessment and inventory will consider the entire lifecycle of flammable and combustible materials, especially fuel, and take into account equipment and work procedures. This includes the transportation, storage, and use of these materials; maintenance operations; defueling procedures; and the processing of unserviceable equipment, including storage containers.

b. For all identified areas, work procedures, and equipment, the elimination or control of explosive atmospheres will be documented in an explosive protection document. This effort must be initiated not later than 28 July 2006. The suspense for completion will be provided in the next Winter Safety Campaign, but is anticipated to be not later than the end of December 2006. (Units redeploying in spring and early summer 2006 may start the training and execution cycle on 1 August 2006.)

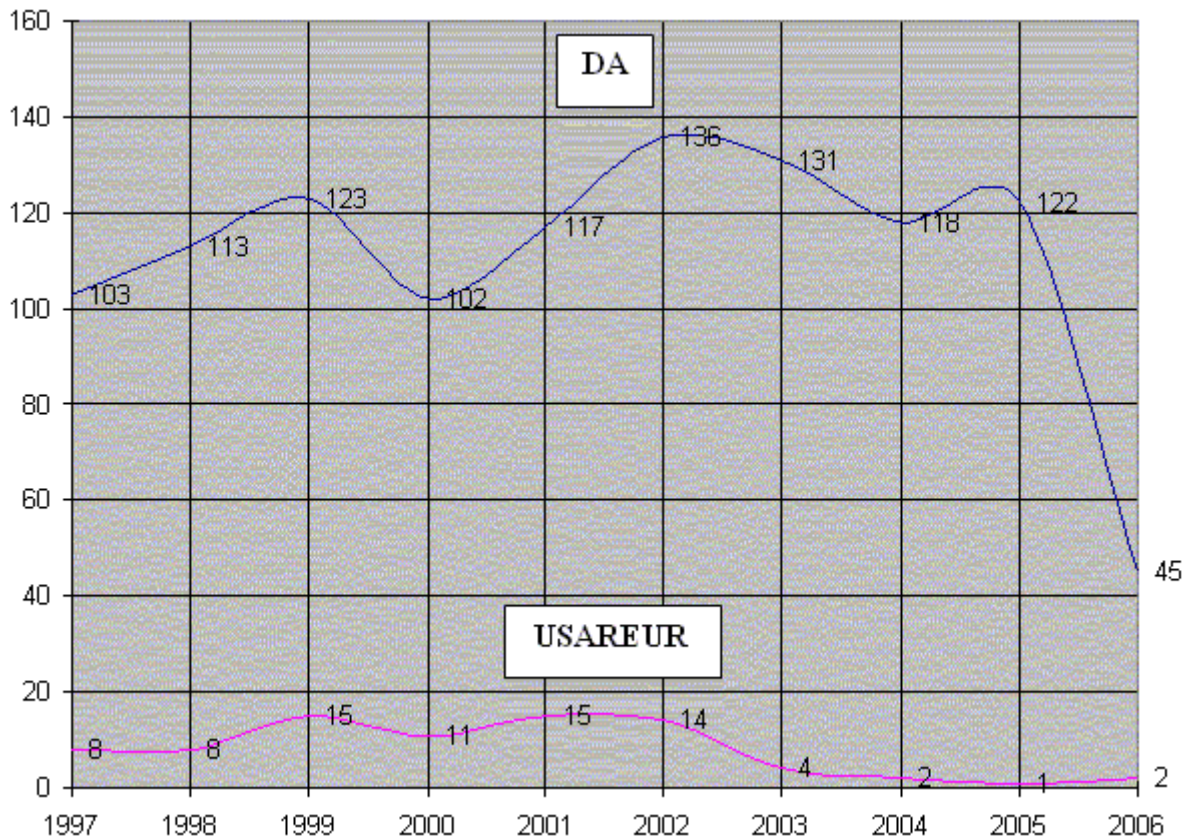
c. The USAREUR and IMA-EURO Safety Team will conduct training sessions beginning 18 April 2006 to ensure that subordinate organizations are capable of identifying, assessing, and documenting explosive atmosphere locations. Training will be held at each garrison as indicated on the USAREUR Safety website. Supporting materials will be provided as they are developed. The USAREUR Explosive Protection webpage address at <http://www.per.hqusareur.army.mil/services/safetydivision/exprotection.htm> provides more information.

5. Help. The AE Pamphlet 385-15 series provides leaders information on Army and Army in Europe requirements. As instructed in the Commanders Safety Course, the United States Army Combat Readiness Center Risk Management Information System at <https://crc.army.mil/home/> provides information on mission risks. The USAREUR Safety website at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm> and major subordinate command safety websites are also good sources of information.

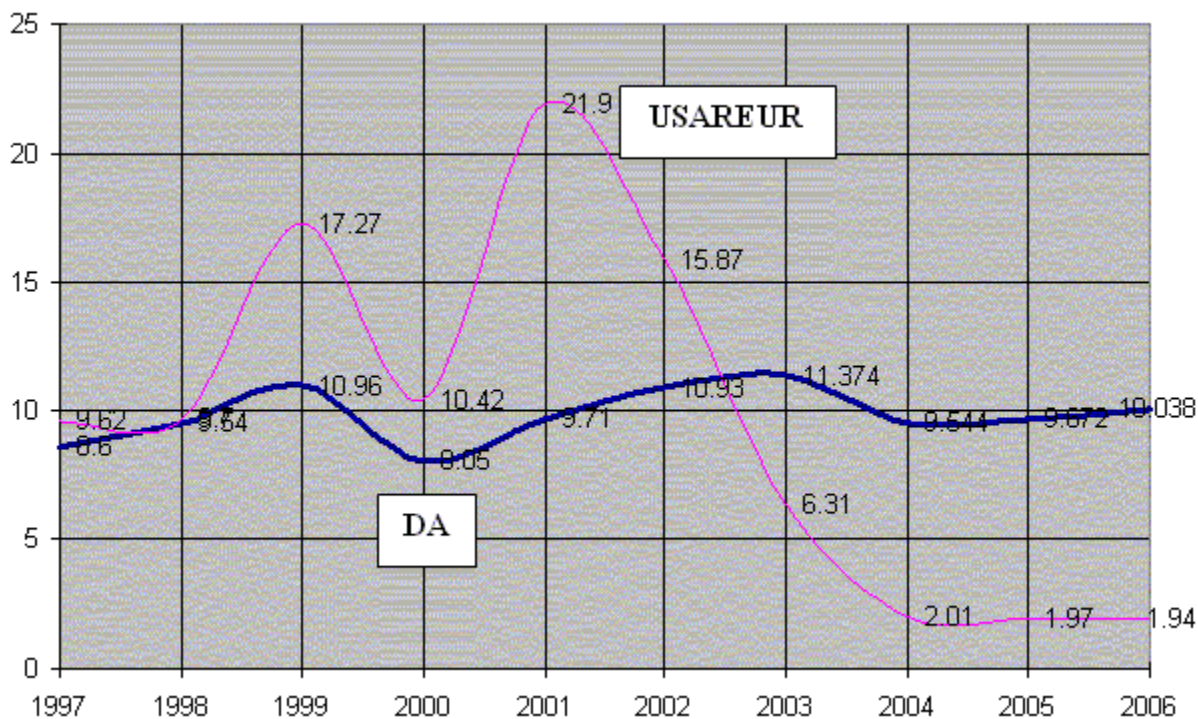
AVIATION RISK ASSESSMENT

1. Applicability. The guidance in this enclosure applies to USAREUR aviation units that are operating in the central region and the Balkans, those that are deploying to or redeploying from contingency or combat operations, and those that are affected by the Global Rebasing Plan.

2. Accident History. USAREUR has done an outstanding job of identifying hazards, developing and incorporating controls, and supervising these controls to ensure that they are effective. As the chart below indicates, our continued focus on aviation safety is helping to keep our Soldiers safe.



A-C Aviation Accidents
Department of the Army and USAREUR
(Current as of 10 Feb 06)



A-C Aviation Accident Rates
Department of the Army and USAREUR
(Current as of 10 Feb 06)

3. Accident Categories. It is been said that there are no new accidents, only new faces. This has certainly been true for Army aviation. The primary causes (Army-wide) of our aviation accidents remain the same, and mitigation tools have been extensively covered in our previous campaigns. However, our Army continues to lose Soldiers and aircraft to the same causes.

a. Unintentional Impact With an Object or Surface. This is our number-one accident type and is the most common accident. Examples of this type of accident include ground strikes, tree strikes, mid-air collisions, and wire strikes. Army losses for FY 05 were 7 aircraft destroyed and 13 Soldiers killed. So far in FY 06 we have had two aircraft destroyed and have lost two Soldiers.

b. Environmental. This type of accident occurs when an aircrew loses visual reference with the ground during takeoff or landing, or when encountering inadvertent instrument meteorological conditions (IIMC). This has been the second most-prevalent type of accident this fiscal year. The Army lost one aircraft in FY 05 and has lost two so far this fiscal year.

c. Power Management. As our aircraft operate in high-density altitude and high gross-weight environments, power management has become an increasingly critical skill. Constant training in these tasks before and sustainment of these skills during deployment provides the foundation needed for the high, hot, and heavy flight environment where immediate, reflexive action is required. The Army has lost two aircraft this fiscal year because of improper power management.

4. Accident Causes. Human error is still the common cause for over 80 percent of all Army aviation accidents. These accidents can be attributed to one or more of the following three failures:

a. Individual Failure (Human Error). Individual failures include omitting, overseeing, or arbitrarily disregarding an established standard or procedure (for example, failing to adhere to a minimum hard-deck altitude, skipping steps or items in an aircraft checklist). In a review of aviation accidents over the past several years, failure to properly use aircrew coordination techniques, and in particular a lack of assertiveness on the part one or more crewmembers, has been cited in a growing number of accidents.

b. Leader Failure (Human Error). Leader failure includes failing to enforce standards, failing to provide proper supervision, and making uninformed risk decisions (for example, poor crew selection, inadequate mission planning, not correcting behavior that deviates from standards).

c. Training Failure (Human Error). Training failure includes failing to train properly for a mission (for example, executing a “fast-rope” mission without all crewmembers being “current” in the procedures), lack of proficiency in the required tasks, and allowing the urgency of a mission to push crews beyond their capabilities.

5. Combating Human Errors. There are several effective tools for eliminating failures of individual Soldiers and leaders:

a. Command Emphasis and Support. Leaders from the top down must advocate and enforce standards. Let our Soldiers know that we will not tolerate deviations from standards.

b. Identify Risk-Takers—Intervention. Leaders must not accept behavior that deviates from standards. Allowing substandard performance leads to accidents. Every unit has risk-takers and those who take shortcuts. Identify these individuals and other personnel who omit or compromise a standard, and intervene.

c. Collect, Evaluate, and Apply Lessons Learned. There are no new accidents. We continue to hurt ourselves and damage our equipment in the same ways over and over. We must capture and apply applicable lessons learned in a proactive manner in terms of implementing control measures to reduce identified and potential hazards. Document your experience and share it.

6. Crew Coordination Errors—Lack of Assertiveness.

a. Inexperienced and junior Soldiers are often reluctant to question those who outrank them or those who they hold in high esteem. Analysis of recent accident investigations indicates that in a number of cases, one or all crewmembers on the accident aircraft knew that something was not right, but lacked the assertiveness to say something. There are several reasons for this behavior.

(1) Natural disposition. Broadly speaking, a person will be passive, assertive, or aggressive. A passive individual may be especially kind and courteous, easily dominated, or fearful of conflict, and becomes a product of a situation.

(2) Lack of authority. The position of authority may be either one of rank or responsibility (for example, instructor pilot, pilot in command, air mission commander). Individuals not in a position of authority tend to remain silent.

(3) Lack of knowledge or confidence. When people know what they are doing or what they want to do, they will be more able to express themselves and be confident that they are correct. Those who are not familiar or knowledgeable about a particular situation may be reluctant to speak up.

(4) Fear of punishment or embarrassment. We were taught at an early age to respect our superiors, not to talk back, to do as we are told, and to follow the rules. When we violated these rules, a response was usually some sort of admonishment or punishment. Those early lessons can interfere with our ability to be assertive later in life.

b. There is a reason why it is called a crew. Everyone, at one time or another, makes a mistake. We are all battle buddies and rely on one another to help us avoid mistakes. During your crew coordination training, ensure that all crewmembers understand that they have a responsibility to be assertive. Foster an environment that encourages assertive behavior. This assertiveness applies outside the cockpit as well. Mission briefers should not hesitate to question any aspect of a flight just because the pilot in command or air mission commander is more (sometimes much more) experienced.

7. Challenges.

a. Resetting the Unit Safety Program During Global Rebasing. Reenergizing the unit safety program will be a challenge for all unit personnel. Once established at the new base—

(1) Establish a baseline. Unit safety personnel should conduct a self-assessment survey to establish the current status of their program. The Aviation Resource Management Survey checklist on the USAREUR Aviation Safety and Standardization Detachment website at <http://www.uassd.army.mil/> is a good tool for this survey.

(2) Identify hazards. Unit safety personnel should use all available tools to identify hazards that are unique to the new environment. Use the Army Safety Management Information System, Accident Reporting Automation System, and Risk Mitigation Integration System on the United States Army Combat Readiness Center website.

(3) Establish a unit hazard tracking log. The hazard tracking log is one of your most important documents. It is an ongoing, proactive, risk-management tool that accomplishes all five steps of the risk-management process. It should list all safety violations and hazards found during your self-assessment survey. Reduce these hazards on a *worst case first* basis. Annotate in the log what you are doing about each hazard and describe the measures you have taken to reduce the risk. This log is the one document that your commander should be able to review in order to determine the status of all identified hazards.

(4) Conduct a unit safety council meeting. This is the forum to address identified hazards and establish command emphasis on abatement.

(5) The safety standing operating procedure (SOP) should be reviewed, and lessons learned should be incorporated into the document. Identify the unique aspects of the new environment. A complete, current, and clearly defined safety management SOP addressing all unit functional areas and aviation operations executed by the command is the foundation of your program.

(6) Ensure that all unit personnel are aware of and comply with accident-reporting requirements. Get the unit started on the right foot.

(7) As soon as possible, start recurring monthly safety education and training classes. AR 385-95, paragraph 3-5, requires that a 12-month schedule be included in the unit training schedule with a summary and make-up procedures.

(8) Spend time on the flightline and in the simulator observing your personnel for unsafe practices. Monitor techniques and the proficiency of flight personnel. Observe aviation maintenance operations for unsafe practices.

(9) Rehearse and review the adequacy of the preaccident plan.

b. Training Program Reset. After arriving at the new base, there are unique and challenging standardization and training events that need emphasis:

(1) The command must address training issues that arise from the waivers and extensions the unit encountered during the move because of a lack of training assets. Aircrews will typically be weak in instrument and local area procedural tasks.

(2) Numerous personnel changes and aircraft movements can delay and detract from the unit aircrew training program. Standardization personnel are challenged to restructure unit training programs and get the unit quickly back to full operations. Maintain the standards that you have invested in your program, and do not allow inexperienced personnel to cut corners to get the mission accomplished.